SELF AWARENESS AND ORGANIZATIONAL PERFORMANCE IN THE NIGERIAN BANKING SECTOR

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ABSTRACT

This study investigated the relationship between self awareness and organizational performance in the Nigerian banking industry. The study was a survey and the sample for the study consisted of two hundred and ten bank managers in South-South area of Nigeria. Data were collected mainly in the cities where we have high concentration of the banks through interview and questionnaire instrument found to be reliable with cronbach Alpha values of 0.7 and above. Four hypotheses were formulated and tested using the spearman rank correlation coefficient with the aid of statistical package for social science. The results of our analysis at .05 level of significance showed that self awareness is positively related to net profit and return on investment, but no strong relationship was found between self awareness and market share. Our interview results also supported our findings. Based on the results, it was concluded that self awareness positively influences net profit and return on investment. It was therefore recommended that Organizations should train their managers/employees to acquire the competencies associated with self awareness.

Keywords: Self awareness, organizational performance, net profit, returns on investment, market share.

INTRODUCTION

Self awareness is the most crucial competency associated with work place emotional intelligence. According to Yeung (2009); the first step to becoming emotionally intelligent is to become as self-aware as possible. Emotional intelligence is a recent construct and was made popular and brought to the realm of business by Goleman,(1998), who argues that it could be more effective for the management of business affairs than our cognitive ideas. Ever since Goleman made his celebrated publications, many researchers have emerged in the field. For instance, Freedman and Everret, (2004) have observed that emotional intelligence is emerging as a critical factor for sustaining high performance.

Self awareness consists of emotional abilities that enable us to be more effective and form outstanding relationships in the work place. Self awareness is the ability for one to recognize his or her emotions and their effects. Studies suggest that People who are aware of their emotions are more effective in their jobs. They recognize and understand their moods, emotions and needs and can perceive and anticipate how their actions affect others. People with great certainty about their feelings manage their lives well and are able to direct their positive feelings towards accomplishing tasks. Self awareness competencies include

emotional self awareness, accurate self awareness and self confidence. Emotional self awareness is the first component of self-awareness. This reflects the importance of recognizing one's own feelings and how they affect one's performance. Accurate self-Assessment involves knowing one's inner resources, abilities and limits. People with this competency are aware of their strengths and weaknesses, reflective, learning from experience, open to candid feedback, new perspectives, continuous learning and self development. Self-confidence involves a strong sense of one's worth and capabilities. According to Goleman, (1998), People with this competence present themselves with self assurance, have presence, can voice views that are unpopular and go out on a limb for what is right, are decisive, able to make sound decisions under pressures People with self confidence typically see themselves as efficacious, able to take on challenges and to master new jobs or skills. They believe themselves to be catalysts, movers and initiators, and feel that their abilities stack up favourably in comparison to others.

Organizational performance is a measure of effectiveness and efficiency. A company is effective if it produces the right goods or services that customers desire and are willing to patronize. It is even efficient if it does that at a reduced price.

Several studies conducted in advance world of America, Europe, and in some parts of Asia have shown that self awareness as a part of emotional intelligence leads to organizational performance. However despite these great successes recorded in these parts of the world on the usefulness of this crucial aspect of emotional intelligence, there is very little evidence to show that such studies have been carried out in Africa, especially in the Nigerian environment. The researchers therefore investigated the relationship between self awareness and organizational performance in the Nigerian banking sector.

Further discussions of the work will be concentrated on the research problem, objectives of the study, the research questions, hypotheses of the study, literature review, methodology adopted, data presentation, and summary of interview, results of our findings, discussions and recommendations.

The Research problem

The major problem facing the Nigerian banking sector is poor financial performance over the years. Although the various reforms programs introduced in the banking sector were directed at improving the banks' low financial performance, but these were just concentrated on innovation of new products, recapitalization of the banks' capital base, declaration of doubtful debts, to mention but just a few, but they are yet to start any reform that addresses the workers' psychological needs and as a result, the problem of the banks low financial performance seems to be unabated.

How self awareness can be applied to the efficient and effective management of the Nigerian banks agitates the mind of the researchers, hence the need for this study on the relationship between work place emotional intelligence and organizational performance in the Nigerian Banking Industry.

The main purpose of the study was to examine the relation between self management and organizational performance in the Nigerian Banks. Other objectives of the study were to;

* determine how self awareness relates to net profit

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* find how self awareness relates to market share
* ascertain how self awareness relates to return on investment

The study attempts to provide answers to the following research questions.

What is the relationship between self awareness and net profit?
What is the relationship between self awareness and market share?
What is the relationship between self awareness and return on investment?

Hypotheses

The following hypotheses were stated and tested in this study

H_{01}: There is no significant relationship between self-awareness and net profit.
H_{02}: There is no significant relationship between self-awareness and market share.
H_{03}: There is no significant relationship between self awareness and Return on Investment (ROI).

LITERATURE REVIEW

It has been argued that understanding one's emotions is the most essential of the emotional intelligence dimensions. Having high self awareness allows people to know their strengths and weaknesses, values, and motives. People with high self awareness can accurately measure their own moods, feelings and understand how their moods affect others; are open to feedback from others on how to continuously improve; and are able to make sound decisions despite uncertainties and pressures. They are able to show a sense of humor. According to Goleman (1998), a leader with good self awareness would recognize factors such as whether he or she was liked, or was exerting the right amount of pressure on organization members. The first step to becoming emotionally intelligent is to become as self-aware as possible. According to Yeung, (2009), once we become aware of our emotions, strengths and weaknesses, we can begin to think about how to manage and apply them to help us achieve our goals. Goleman (1998), has argued that self-awareness serves as an inner barometer, gauging whether what we are doing (or about to do) is indeed, worthwhile. Feelings give the essential reading. If there is a discrepancy between action and value, the result will be uneasiness in the form of quilt or shame; deep doubts or nagging second thoughts, queasiness or remorse, and the like, such uneasiness acts as an emotional drag, stirring feelings that can hinder or sabotage our effort. Indeed, Yeung (2009) has argued that if emotional intelligence were a journey, then self-awareness would be the skill of map reading. It tells you where you are at the moment, the current mood or emotion you may be experiencing. And it shows you where you want to get to a goal, or perhaps an emotion or mood that may help you to achieve your goal. Yeung (2009), has further argued that successful people are usually no cleverer than we are. What they are better at is self motivation when they feel despondent. They feel worried and afraid but decide to do it anyway. When they lack confidence, they find ways to summon up courage, they get embarrassed and angry too, but they hide it and get on with the task at hand. The awareness of how our emotions affect what we are doing is the fundamental emotional competence. Emotional awareness starts with the realization of our feelings which is present in all of us and with recognition of how these emotions shape what we see think, and do, and how the awareness will affect those we are dealing with. A person excelling in

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this competence is aware of his emotion at any given movement – often recognizing how those emotions feel physically. He can articulate those feelings, as well as demonstrate social appropriateness in expressing them. People who are unable to know their feelings are at a tremendous disadvantage. In a sense they are emotionally illiterates, obviously to a realm of reality that is crucial for success in life as a whole, let alone work. (Goleman, 1998). In a comparison of executives who derailed and those who did well, finding suggests that both groups had weaknesses; the critical difference was that those who did not succeed failed to learn from their mistakes and shortcomings. The unsuccessful executives were far less open to acknowledge their own faults, often rebuffing people who tried to point them out. This resistance meant they could do nothing to change them. In another study of hundreds of managers, from twelve different organizations, accuracy, in self assessment was a hallmark of superior performance, something poorer performers lacked. It's not that star performers have no limits on their abilities, but that they are aware of their limits, and so they know where they need to improve or they know how to work with someone else who has strength they lack (Goleman 1998) .

Goleman (1998), describes those who lack accurate self awareness as being blind. Whenever somebody consistently mishandles a given situation that is a sure sign of a blind spot. In a lower reaches of an organization, such problem can easily be dismissed as "quarks". But at higher levels these problems are magnified in consequence and visibility, the adverse effects matter not just to the person who has them, but to the group as a whole.

In a study of forty two otherwise highly successful executives by Kaplan cited in (Goleman 1998:77), those studied ranged from department heads to CEOs, finding suggests that those with "blind spots" or those who lacked accurate self awareness have the under listed characteristics:

- *Blind ambition*: Has to win or appear "right" at all costs; competes instead of cooperates; exaggerates his or her own value and contribution; is boastful and arrogant; sees people in black-and-white terms as allies or enemies.
- *Unrealistic goals*: Sets overly ambitions, unattainable goals for the group or organization; is unrealistic about what it takes to get jobs done.
- *Relentless striving:* Compulsively hardworking at the expense of all else in life; runs on empty; is vulnerable to burnout.
- *Drives others:* Pushes other people too hard, burning them out, micromanages and takes over instead of delegating; comes across as abrasive or ruthless and insensitive to the emotional harm to others.
- *Power hungry:* Seeks power for his or her own interests, rather than the organization's, pushes a personal agenda regardless of other perspectives; is exploitative.
- *Insatiable need for recognition:* Addicted to glory; takes credit for others' efforts and puts blame on them for mistakes; sacrifices follow-through in pursuits of the next victory.
- *Preoccupation with appearances:* Needs to look good at all costs; is overly concerned with public images; craves the material trappings of prestige.
- *Need to seem perfect:* Enraged by or rejects criticism, even if realistic; blames others for his or her failures; cannot admit mistakes or personal weaknesses.

Self-confidence involves a strong sense of one's worth and capabilities. People with this competence present themselves with self assurance, have presence, can voice views that are unpopular and go out on a limb for what is right, are decisive, able to make sound decisions under pressures (Goleman 1998). People with self confidence typically see themselves as efficacious, able to take on challenges and to master new jobs or skills. They believe themselves to be catalysts, movers and initiators, and feel that their abilities stack up favourably in comparison to others.

As Goleman (1998), puts it self-confidence is the sine qua non of superior performance – without it, people lack the conviction that is essential for taking on tough challenges. Self confidence gives us the requisite self assurance for plunging ahead or stepping in as a leader. For those who lack self confidence every failure confirms a sense of incompetence. The absence of self-confidence can manifest itself in feelings of helplessness, powerlessness, and crippling self doubt. Extreme self confidence on the other hand, can look like arrogance, especially if the person lacks social skills. Self-confidence should not be confused with brashness, to have a positive impact, self confidence must be aligned with reality. For this reason a lack of self-awareness is an obstacle to realistic self confidence. In another study, cited by Goleman (1998), it was finding suggests that among supervisors, managers, and executives, high levels of self confidence set apart the best performers from average ones. Highly self confident person seems to exude charisma, inspiring confidence in those around him. Self confidence gives the strength to make a tough decision or follow a course of action one believes in despite opposition, disagreement, or even explicit disapproval from those in authority. People with self confidence are decisive without being arrogant or defensive, and they stand by their decisions.

Emotional intelligence can contribute to positive affect and attitudes at work. A Gallup organization study of two million employees at seven hundred companies finding suggests that how long an employee stays at a company and how productive he or she is there is determined by his or her relationship with his or her immediate supervisor (Chemiss 2001)). Another study quantified this effect further, Spherion a staffing and consulting firm in Florida U.S.A. and Lou Harris Associates found that 11 percent of the employees who rated their bosses as excellent said that they were likely to look for a different job in the next year. However, 40 percent of those who rated their bosses as poor said they were likely to leave. In other words, people with good bosses are four times less to leave than are those with poor bosses (Chemiss 2001). The question is what is it about bosses that influence their relationship with employees? What skills do bosses need to prevent employees from leaving? Chermiss (2001), suggests that the most effective bosses are those who have the ability to sense how employees feel about their work situation and to intervene effectively when those employees begin to feel discouraged or dissatisfied. Effective bosses are also able to manage their own emotions with the result that employees trust them and feel good about working with them. In short, bosses whose employees stay are bosses who manage with emotional intelligence.

Virtually in every case, emotional intelligence plays an important role in satisfying the needs of employees. For instance coping with massive change involves among other things, the ability to perceive and understand the emotional impact of change on ourselves and others. To be effective in helping their organizations manage change. Bunker (1997), suggests that leaders first need to be aware of and to manage their feelings of anxiety and uncertainty. Then they need to be aware of the emotional reactions of other organizational members and act to help people cope with those reactions. At the same time in this process of coping

effectively with massive change other members of the organization need to be actively involved in monitoring and managing their emotional reactions and those of others.

A great deal of previous research has concentrated on finding out about the relationship between EI and job related performance of employees and managers. For example Bachman, Stein, Combell and Sitarenior (2000), investigated EI of accountants, findings suggest that higher emotional intelligence leads to higher performance at work. In Day and Carrol (2004), studies, findings suggest that emotional perception correlated with performance on a cognitive decision making task. Watkin (2000) even suggests that EI is the most important factor for superior performance at every organizational level. Furthermore, Slaski and Cartwright (2002), study, finding suggests that management performance and EI have a significant positive relationship. Langhom's, (2004), research results suggest that emotional self awareness, interpersonal relationships, social responsibility and optimism are related to the performance of general managers.

Advocates of emotional intelligence theory argue that emotional intelligence lead to improve communication effectiveness in messages. (Papp 1995, Mayer, Salovey & Caruso 2002, Wesinger 1998). Baron (2001), suggests that to be emotionally and socially intelligent is to effectively understand and relate with others, and to successfully cope with daily demands, challenges, and pressure.

Sosik & Megerian, (1999), found that leaders high on emotional intelligence out performed those who are low on emotional intelligence when measured by organizational performance data. In a study of Emotional intelligence in matrix organization by Sy & Cote (2003), finding suggests that both employees and managers improved performance in matrix organization by applying the four components of emotional intelligence. Another study has also found that hiring individuals with higher levels of emotional intelligence as well training existing staff to be more emotionally intelligent has been associated with financial gains in the private sector. In the workplace, performance of employees and managers depend on working with group of people with different ideas, opinions and suggestions. Effective use of emotional intelligence gives better team harmony (Ashfort & Humphrey 1995). Bank managers need a lot of emotional intelligence, in that they are in position to deal with the organization's customers and they constantly interact with other people and they motivate the employees for optimal performance. Managers with high emotional ability are able to understand their customers' and employees' needs and provide them with constructive feedback. An awareness of emotions by team members will help in developing interpersonal skills to work effectively in the organization,

In a study by Shipper (2003), study, finding suggests that self-awareness of interactive skills may be a critical component to manager effectiveness in U.S. and U.K cultures. Self-awareness has been found to be the key to realizing one's own strengths and weaknesses. According to Boyatizis, (1982), among several hundred managers from twelve different organizations, accurate self-assessment was the hall mark of superior performance. Individuals with the accurate self-awareness competences are aware of their abilities and limitations, seek out feedback and learn from the mistakes, and known where they need to improve and when to work with others who have complementary strengths. Accurate self-assessment was the competence found in virtually every "star performance" in a study of several hundred knowledge workers – computer scientists, auditors and the like, at companies such as AT&T and 3m, on a 360-degree competence assessment, average performers

typically over estimate their strengths, whereas star performers rarely do, the stars tended to underestimate their abilities, an indicator of high internal standards, (Goleman, 1998).

The positive impact of the self-confidence competence on performance has been shown in a variety of studies. For example, greater levels of self-confidence lead to higher productivity, (Bandura 1997). Among supervisors, managers, and executives, a high degree of self-confidence distinguishes the best from the average performance (Boyatzis 1982). Among 112 entry-level accountants, those with the highest sense of self efficacy, a form of self-confidence, were rated by their supervisors ten months later as having superior job performance. The level of self-confidence was in fact a stronger predictor of performance than the level of skill or previous training. (Saks 1995). In a sixty-year study of more than one thousand high IQ men and women tracked from early childhood to retirement, those who possessed self-confidence during their early years were more successful in their careers (Holahan & Sears 1995).

Studies suggest that emotional intelligence influences organizational performance in a number of areas. It can play a crucial role in today's work settings. Emotional intelligence is proposed as a significant predictor of key organizational outcomes. EI has become popular in several disciplines such as business, education, sales, psychology and sociology. According to Zeidner et al (2004), in recent years, research has made great strides towards understanding the usefulness of EI in the work place. Literature reviews have identified a diverse number of studies attributing EI to increase performance outcomes in the workplace. Such outcomes include, profitability, sale/market shares, return on investment, employee effectiveness and leadership capacity.

The ability to lead others is a fundamental quality that organizations look for in employees. Effective leaders rely on emotional appeals to help convey their messages. Indeed the expressions of emotions in speeches are often the critical element that makes us accept or reject a leader's message. When leaders feel excited, enthusiastic, and active, they may be more likely to energize their subordinates and convey a sense of efficacy, competence, optimism, and enjoyment (Robbins et al 2007).

Goleman (1998), asserts that leaders who possess a high degree of emotional intelligence tend to be more effective than those who lack them. Their self awareness elicits the trust and confidence of subordinates. People respect leaders who, because they are self-aware recognize their own limitations and because they are self regulating consider decisions carefully. Self aware individuals tend to be more self-confidence and to cope with ambiguity and are more open, to change. McCleland (1998), argues that "stars" are talented in competencies across the board. In a study by Spencer (1997), of more than 300 top-level executives from fifteen global companies, finding suggests that self confidence, an aspect of self awareness was among the six emotional competencies that distinguished stars from the average. The Harvard Business Review recently reminded leaders that their excellence begins and ends with their inner resources. Executives who fail to develop self awareness risk falling into an emotional deadening routine that threatens their true selves. Indeed a reluctance to explore your inner landscapes not only weakens your own motivation but can corrode your ability to inspire others, (Goleman 2001). Several studies have proved that emotional intelligence affects an individual's success in an organization and the overall organizational success. Evidence suggests that emotionally intelligent leadership is a key to creating a working climate that nurtures employees and encourages them to give their best. That enthusiasm, in turn, pays off in improved business performance. This trickle-down effect

emerged, for example, in a study of CEOs in U.S.A. Insurance Companies, finding suggests that given comparable size, companies whose CEOs exhibited more EI competencies showed better financial results as measured by both profit and growth (Williams !994).

A similar result on the relationship between EI strengths in a leader and business results was found by Mccleland (1998), in studying the division heads of a global food and Beverage Company, finding, suggests that the divisions of the leaders with a critical mass of strengths in emotional intelligence competencies outperformed yearly revenue targets by a margin of 15 to 20 percent. The divisions of the leaders weak in EI competencies underperformed by about the same margin, meaning that emotional intelligence of the leaders was responsible for the higher performance.

RESEARCH METHODOLOGY

In this study, the cross sectional survey was adopted. This method was considered more suitable for the study in that the data for the study were gathered just once for analysis. More also, the method was less expensive and timesaving. The target population was the Banking Industry in Nigeria. The population however was limited to Banks operating in the South-South Area of the country because of financial constrains and time factor. Participants for the study were mainly the managers.

In determine the sample size, the Taro Yamene's formula was applied since the sample size were drawn from a heterogeneous population. Baridam (2008), suggests that we can determine the sample size from a heterogeneous population using the Taro Yamene's formula. The formula is shown below and applied as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size Sought
e = Level of Significance
N = Population Size

Calculation of the sample size

$$= \frac{1088}{1+1088(0.05)}$$

$$= 292$$

The sample size for each bank was determined by using the Bowley's (1964) population allocation formula.

$$nh = \frac{nNh}{N}$$

Where nh = the number of items assigned to each bank
n = the total sample size
Nh = number of managers in each bank.
N = population size.
For examples the sample for Access Bank is

$$Nh = \frac{(292)(28)}{1088} = 8$$

Triangulation method of data collection was utilized. Hence different data sources and collection methods were applied. Specifically, we used the questionnaire method of data collection, interview and secondary data. The questionnaire contains mostly closed ended questions for ease of analysis, it has two sections. Section one was structured to elicit demographical information of the respondents, while section two presents questions on the study variables. Sets of the questionnaire were first of all pretested on some employees to check how suitable the questionnaire was for the study. The copies of the questionnaire were given to the managers. For qualitative data, we adopted interview method to generate answers that clarified certain issues. Secondary data were also adopted. Secondary data were obtained through document reviews, the companies' annual reports and accounts and Nigerian fact Book which were assessed through the Nigerian stock exchange since the Banks that were considered for the study are all quoted companies. The data for this study were generated using a five point scale ranging from strongly agree to strongly disagree. The scale adopted in this study is the modified Likert scale. It measures the competencies of emotional intelligence-self awareness, self-management, social awareness and relationship management and the measures of organizational performance. Copies of the questionnaire were also given to experts in this field for further evaluation and suggestions. Besides, the multiple data sources and collection methods adopted in this study were also useful for the validity of the data.

We also took a confirmatory test of internal consistency on the instrument with our sample using the Cronbach's Alpha, and got an Alpha values of 0.726 .
Data presentation

DATA PRESENTATION AND ANALYSIS
FREQUENCIES ON SELF AWARENESS ITEMS

OPTIONS RESPONSE AND SCORES						
Items	**SA**	**A**	**D**	**SD**	**I don't know**	**Total**
	4	3	2	1	0	
Ability to understand and awareness of own feelings and what triggers them.	111 52.86% 444	63 30% 189	19 9.05% 38	8 3.81% 8	9 4.29% 0	210 100% 679
Ability to use perception effectively.	103 49.05% 412	80 38.10% 240	12 5.71% 24	7 3.33% 7	8 3.81% 0	210 100% 683
Ability to understand and know self.	74 35.24% 296	94 44.76% 282	8 3.81% 16	13 6.19% 13	21 10% 0	210 100% 607
Ability to know values and beliefs.	66 31.43% 264	93 44.29% 279	23 10.95% 46	22 10.4% 22	6 2.86% 0	210 100% 611
Ability to have self confidence in all situations.	80 38.10% 320	73 34.76% 219	17 8.10% 34	18 8.57% 18	22 10.48% 0	210 100% 591

Ability to recognize feelings and their effects.	79 37.14% 312	68 32.38% 204	23 10.95% 46	18 8.57% 18	22 10.48% 0	210 100% 580
Ability to know strengths and limits.	64 30.48% 256	93 44.29% 279	35 16.67% 70	6 2.86% 6	12 5.71% 0	210 100% 611
Ability to have a strong sense of myself worth and capabilities.	103 49.05% 412	55 26.19% 165	23 10.95% 46	19 9.05% 19	10 4.76% 0	210 100% 642
Total	679 2716	619 1857	160 320	111 111	110 0	1680 5004

Source: Field Survey Data,

Eight measurement items; questions 1-8 were used to collect data on self awareness. The responses and scores are shown in the table above. The responses are as follows:

As the data shows in table above, 111(52.86%) of the 210 managers strongly agreed that they are aware of their feelings, what triggers them and how they can manage their emotions which enhanced their abilities to contribute positively to the realization of their banks achievement of stated goals. 63(30%) agreed, while 19(9.05%) disagreed. 8(3.81%) of them strongly disagreed and 9(4.29%) of them indicated I don't know. What these responses suggest is that the respondents are aware of their emotions which enable them to contribute to their banks' goals.

103(49.05%) of the total respondents of 210 strongly agreed that they can use their perceptions effectively. 80(38.10%) of them agreed, 12(5.71%) of the managers disagreed and yet another 7(3.33%) of them strongly disagreed. None of them indicated I don't know. With this we can conclude that the managers are effective in utilizing their perceptions to the advantages of the banks.

74(35.24%) of the respondents strongly agreed that they can understand their selves, another 94(44.76%) agreed. Just 8(3.81%) disagreed, while 13(6.19%) strongly disagreed. 21(10%) indicated I don't know. Their responses therefore shows that they themselves and they trust their abilities in the performance of their tasks.

66(31.43%) of the respondents indicated strongly agreed on the ability to know their values and beliefs. 93(44.29%) agreed, while 23(10.93%) disagreed, 22(10.4%) of them strongly disagreed and 6(2.86%) indicated I don't know. With these responses we can rightly say that the respondents understand their values and beliefs and they use such knowledge to understand their companies' share values.

As the table shows 80(38.10%) of the total respondents (210) strongly agreed that they have self-confidence in all situations which enables them to perform their task well. Another 73(34.76%) of them agreed. While 17(8.10%) disagreed. 18(8.57%) strongly disagreed, 22(10.48%) of them indicated I don't know. The above data proves that the respondents have self confidence in themselves to perform their jobs.

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79(37.14%) of the total respondents of 210 strongly agreed that they can recognize their feelings and their effects. 68(32.38%) of them agreed. 23(10.95%) disagreed, while 18(8.57%) strongly disagreed and 22(10.48%) indicated I don't know. The data here indicated that the managers have the ability to recognize their feelings and the effects they have on others.

64(30.48%) of the 210 respondents strongly agreed that they know their strengths and limits. 93(44.29%) of them agreed, 35(16.67%) of the respondents disagreed, 16(2.86%) of them strongly disagreed, while 12(5.71%) indicated I don't know. From the data presented above, we can say that the respondents know their strengths and their limits which enhanced their performances.

103(49.05%) of the total respondents of (210), 103 strongly agreed that they have a strong sense of their self worth and capabilities. 55(26.19%) of them agreed. 23(10.95%) of them disagreed, 19(9.05) strongly disagreed and 10(4.76%) stated I don't know. The data above indicated that the managers have a strong sense of their self worth and capabilities which enabled them to concentrate on their performance.

Frequencies on Items of Net Profit

In the past five years, My bank has made reasonable profit after all deduction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I don't know	8	3.8	3.8	3.8
	Strongly disagree	1	.5	.5	4.3
	Disagree	26	12.4	12.4	16.7
	Agree	64	30.5	30.5	47.1
	Strongly agree	111	52.9	52.9	100.0
	Total	210	100.0	100.0	

As the data shows, 111 of the respondents representing 52% strongly agreed that their banks made net profit, 64 which is 30.5% agreed. While 26 of the respondents representing 12.4% disagreed. Just 1 which is .5 strongly disagreed and 8 or 3.8% were undecided. The data as indicated above suggest that overall the banks made net profits over the years.

Frequencies on Items of Market Share

In the past five years, My bank has enhanced sales

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I don't know	25	11.9	11.9	11.9
	Strongly disagree	16	7.6	7.6	19.5
	Disagree	17	8.1	8.1	27.6
	Agree	73	34.8	34.8	62.4
	Strongly agree	79	37.6	37.6	100.0
	Total	210	100.0	100.0	

The table above indicates that 79 which is 37.6% strongly agreed that their banks enhanced their sales over the period. Another 73 of the respondents agreed. While 17 which represent 8.1% disagreed. 16 or 7.6% of them strongly disagreed. 25 representing 11.6% were undecided. The above data indicated that the banks improved on their market share.

Frequencies on Items of Return on Investment

In the past five years, My bank has increasde the value shareholders' investment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I don't know	19	9.0	9.0	9.0
	Strongly disagree	6	2.9	2.9	11.9
	Disagree	35	16.7	16.7	28.6
	Agree	88	41.9	41.9	70.5
	Strongly agree	62	29.5	29.5	100.0
	Total	210	100.0	100.0	

Based on the above table, 62 which is 29.5% strongly agreed that their banks improved on shareholders' invested capital. 88 which is 41.9% agreed to that effect. While 35 (16.7%) disagreed. 6 (2.9%) strongly disagreed. 19 representing 9% were undecided. Clearly, the data shows that the banks increased shareholders investment over the period under review.

Descriptive Statistics on Items of Se

Descriptive Statistics

Item	N	Sum	Mean	Std. Deviation
I understand and I am aware of my own feeling what triggers them and how to use them to manage my emotions which has enhanced my ability to contribute to my Bank's achievement of its stated goals.	210	679	3.23	1.053
I can recognize, accept and use my perception effectively which enabled me to manage cost and increase the Bank's revenue after deducting costs.	210	683	3.25	.982
I understand and know myself which enhances my capacity to manage and reduce cost in my bank.	210	607	2.89	1.238
I know my values and beliefs which enabled me to perform my task well and manage cost in my bank.	210	611	2.91	1.047
I have self confidence in all situations which enables me to perform my task well and manage cost in my bank	210	591	2.81	1.312
I recognize my feelings and their effects which enabled me to manage customers well and meet their demands, which has made my bank to acquire and retain more customers within the industry.	210	580	2.76	1.327
I know my strengths, and limits which help me to make quality decisions which have made my bank to operate more efficiently.	210	611	2.91	1.047
I have a strong sense of myself worth and capabilities which have made me to manage my bank's assets well and increase its revenue after expenses.	210	642	3.06	1.181
Valid N (listwise)	210			

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TEST OF HYPOTHESES
HYPOTHESIS ONE: RELATIONSHIP BETWEEN SELF AWARENESS AND NET PROFIT

Relationship between self-awareness and net profit

Correlations

Type	Variables1	Statistics	Self-Awareness	Net Profit
Spearman's rho	Self-Awareness	Correlation Coefficient	1.000	.703**
		Sig. (2-tailed)	.	.000
		N	210	210
	Net Profit	Correlation Coefficient	.703**	1.000
		Sig. (2-tailed)	.000	.
		N	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Extracted from SPSS version 17 results

The hypothesis examines the relationship between self-awareness and net profit. Hence, it was hypothesized that there will be no relationship between self awareness and net profit. The hypothesis was tested using the Spearman Rank Correlation Coefficient. The result above shows, that there is a positive and significant relationship between self-awareness net profit. (rho = 0.703, PV = 0.000 < 0.05) we therefore reject the null hypothesis which states that there is no significant relationship between self-awareness. The positive significant relationship that self awareness has on net profit indicates that by improving the self-awareness of managers, the net profit of an organization can also be improved.

HYPOTHESIS TWO: RELATIONSHIP BETWEEN SELF AWARENESS AND MARKET SHARE

Correlations

Type	Variables1	Statistics	Self-Awareness	Market Share
Spearman's rho	Self-Awareness	Correlation Coefficient	1.000	.095
		Sig. (2-tailed)	.	.168
		N	210	210
	Market Share	Correlation Coefficient	.095	1.000
		Sig. (2-tailed)	.168	.
		N	210	210

s and onship arman e, (rho ss and market share. We therefore accept the null hypothesis and reject the alternative hypothesis. The implication of this finding is that self awareness of managers may not result to increase in market share.

Relationship between Self-Awareness and Return on Investment

Correlations

Type	Variables1	Statistics	Self-Awareness	Returen on Investment
Spearman's rho	Self-Awareness	Correlation Coefficient	1.000	.670**
		Sig. (2-tailed)	.	.000
		N	210	210
	Returen on Investment	Correlation Coefficient	.670**	1.000
		Sig. (2-tailed)	.000	.
		N	210	210

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Extracted from SPSS version 17

The third hypothesis examines the relationship between self-awareness and Return on Investment (ROI). Hence, it was hypothesized that there is no significant relationship between self-awareness and return on investment. The hypothesis was tested using the spearman rank correlation coefficient. As shown from our correlation analysis in the table above, (rho = 0.670, PV = 0.000 < 0.05), there is a positive and significant relationship between self-awareness and return on investment (ROI), we therefore reject the null hypothesis.

The implication of this finding is that the more managers possess self awareness competencies, the more likely that the organization will achieve return on investment. In our interview with the respondents, we found that the managers possess the competencies of self confidence, accurate self awareness and emotional self awareness. Their responses also implied that the banks achieved return on investments within the period under review. Self awareness competencies are useful for effective and efficient performance and may have helped the managers to the achieve return on investments in their respective banks. Understanding one’s emotions is the most essential of the emotional intelligence dimensions. Having high self awareness allows people to know their strengths and weaknesses, values, and motives. People with high self awareness can accurately measure their own moods, feelings and understand how their moods affect others; are open to feedback from others on how to continuously improve; and are able to make sound decisions despite uncertainties and pressures. With these competencies the managers worked hard towards the achievement of the banks’ returns on investments.

ANALYSIS OF ORAL INTERVIEW

The researchers adopted oral interview to clarify certain issues. The result of our oral interview with the managers supports our results above. We found that most of them possessed the competencies associated with self awareness. Their responses are summarized below:

I understand and am aware of my own feelings, what triggers them and how to use them to manage my emotions, which has enhanced my ability to contribute to my bank’s achievement of its goals.

It was the majority opinion that they understood and are aware of their own emotion, feelings, what triggers them and how to manage their emotions.

For instance, a respondent made the following statement “Yes, I strongly agree that I am aware of my emotions, and this has helped me to perform my job and also enhanced my contributions to the success of my bank”. Overall, their responses suggest: They can recognize their emotions and their effects.They know which emotions they are feeling and why. They are aware of how their feelings affect their performance.Their abilities to realize their feelings enhanced their contributions to the success of their banks.

I can recognize, accept and use my perception effectively which enabled me to manage cost and increase the bank’s revenue.

Majority of the people are of the opinion that they can recognize, accept and use their perception effectively.

A statement from one of the managers reads as follows “perception is the main thing in bank. We study customers and know who to transact a business with. My ability to perceive and understand a customer is very important because with a better understating of a customer, you will know how to deal with him and this can result to customer satisfaction and retention”. Another respondent made the following statements “Yea I strongly agree that I can accurately perceive a situation and know what to do. In the bank we deal with customers. You ability to understand them matters a lot”. In most cases, their responses suggest that, they have the ability to look at a customer and understand the kind of person he is. They can study other people and understand them. They can only form an opinion about the person after studying the person. Their perception has improved their performance on their job.

I understand and know myself which enhances my capacity to manage and reduce cost in my bank.

Most of the respondents responded positively to this question. Their answers suggest that: They are aware of their strengths and weaknesses. They can learn from their past experience. They are willing to continuously learn and to develop themselves. They can identify a need for development. They can use their abilities to reduce cost for their banks.

I understand and know my values and beliefs which enabled me to contribute to my bank’s revenue.

A good number of the respondents agreed. Their responses suggest that: They know what is important to them at any given time and work toward achieving them. They are willing to identify what their organizations value and believe and work hard to achieving them. They use this ability to be efficient in their dealings.

I have self confidence in all situations which enables me to perform my tasks well and manage cost in my bank.

Majority of the respondents said yes. For example, a respondent made the following statements “Yes I have self confidence, however, if I want to go into say an investment which is outside my job then I need to consult an expert in that area. In my own type of job, if you don’t have self confidence, you will not be able to perform well. Customers look at you to know whether you are the type of person they can deal with, of course if they discover that you are not the type of person that has self confidence, they will not trust you and that can result to loosing such customer. So my job requires self confidence. I have tried to acquire

this skill while working with my bank, over the years.” One other respondent also made the following statement “Yes I strongly agree that I have self confidence in everything I do. My job is marketing, if somebody does not have self-confidence, I do not think that the person can do a good marketing job”.

largely, their responses suggest that: they know their capabilities. They are decisive and can take decisions under pressure. They can take challenges. They are ready to learn and master new jobs. They are initiators and they feel they have the ability to perform on any job assigned to them. They feel that their jobs require them to have self confidence.

I recognize my feelings and their effects which enables me to manage customers well and meet their demands.

It was the majority opinion that they can recognize their feelings and their effects.

I know my strengths and limits, this helps me to make quality decisions.

A good number of the respondents, responded positively.

I have a strong sense of my worth and capabilities and this ability makes me to manage my bank’s assets well and increase its revenue after expenses.

Most of the respondents answered in favour to this question. Their responses suggest that: they can control their feelings and emotions. They are patience and do not react spontaneously to issues. They practice positive thinking. They can work effectively toward their plans. They take important decisions which help their banks to achieve their goals efficiently. They are composed and can work under pressure. They are good time managers. For instance, one of the respondents made the following statement, ‘’ of course, I strongly belief that I can control my self, this skill is very important in my organization. The skill is useful when dealing with people. I personally try as much as possible not to over react with people because if you over react, it looks as if it is personal. This skill has enabled me to work towards the achievement of my banks’ goals.

DISCUSSION

Our findings in this study support the findings of some other previous research work. For example, (Williams 1994), found that, given comparable size, companies in which CEOs exhibited more emotional intelligence competencies showed better financial results as measured by both profit and growth. Harris (2009), found that, several industries have richly embraced incorporating emotional intelligence in the workplace and by utilizing this framework, these industries have been able to manage complexity and expand profitability. Self awareness is the first step to becoming emotionally intelligent. Leaders with this competency have self confidence in whatever they do. Self aware individuals are decisive, positive, manage their emotions well, stay composed and can take effective decisions that can add to the bottom line of their organizations. In a study cited by Goleman, (2001), it was found that among supervisors, managers, and executives, high levels of self confidence set apart the best performers from average ones.

Our findings also correspond to Lacy & Kadre (2010), finding which suggests that executives selected for emotional intelligence competences far out performed their colleagues,

delivering over 100% return on investment (ROI). Similarly Salicru (2005) reported that financial advisors at American Express whose managers completed the emotional competence training program were compared to an equal number whose managers had not. During the year following training, finding suggests that the advisors of trained managers grew their businesses by 18.1% compared to 16.2% for those whose managers were untrained. That is, the trained group outperformed the control group, adding significantly to the American Express bottom line.

Our study has proved beyond doubt that self awareness is an important determinant of organizational success. Managers who are self aware can easily recognize their emotions and their effects on the customers. In this way they constantly avoid negative emotions and apply positive emotions to the admiration and retention of their customers. They can use their perceptions effectively which enable them to easily understand the customers and know how to deliver the best to them. They are aware of their strengths and weaknesses, and are willing to learn from their past experiences to correct their mistakes. They have self confidence and can take effective decisions under pressure. They belief in themselves and can take challenges and master new jobs. With these abilities, they constantly add to their companies' bottom line.

CONCLUSIONS AND RECOMMENDATIONS

The main aim of this study was to investigate the relationship between self awareness and organizational performance. The study has so far revealed that there is a relationship between self awareness and organizational performance. Our result showed that self awareness corrected with net profit and return on investment. With this result we can conclude that self awareness positively influences organizational performance. The more self aware the managers of an organization are the more the organization will improve on its performance. Specifically the more managers of an organization possess self awareness competencies the more likely that the organization will improve on its net profit. The study also concluded that the more the managers of an organization are self aware the more likely that the organization will improve on the return on investments.

Based on the above facts, we recommend that

1. Organisations should create more awareness about the importance of self awareness to their managers. This can be achieved through effective training of the managers on the competencies of self awareness.
2. Managers should be trained on how to improve on their self confidence as this will enhance their confidence in whatever they do and therefore improves their contributions to the organization.
3. Furthermore managers should be trained to be emotionally aware. When managers are aware of their emotions, they will be in the best position to control their emotions and bring out their best when dealing with customers or employees.
4. Lastly managers should be trained to possess the crucial competency of accurate self awareness. A thorough understanding of oneself is an important determinant self efficacy which improves personal performance. An off the site training is recommended.

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